

**SECRET**

25 September 1964

OCR (PROFESSIONALS)

PROBLEM:

To determine an EOD and recruitment level for OCR that will provide on a continuing basis an adequate number of new professional employees without exceeding ceiling authorization.

FACTS:

1. OCR is  professionals over its professional ceiling of  as of 14 September.
2. OCR has an in-process/EOD ratio of
3. OCR has experienced a 5-6 month processing interval.
4. OCR has an average net loss of  professionals per month.
5. OCR has  professional applicants in process as of 14 September.

25X1

25X1

25X1

ASSUMPTIONS:

1. That OCR's present net loss rate will continue.
2. That OCR's present loss ratio and processing time of applicants will continue.

DISCUSSIONS:

1. OCR's normal professional attrition will exceed the number necessary to reach the new lowered ceiling authorization; with no EODs, the Office will reach its new level during the month of December. The problem, therefore, is not getting down to the lower figure, but to do so in an orderly manner. Implicit is a controlled EOD plan to reduce the precipitous rate of losses. Such a plan will allow OCR to take advantage of processing already effected, to maintain an adequate pipeline level, and to exercise a degree of flexibility in filling critical vacancies.

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25X1  
25X1

2. OCR's primary concern is with correcting the serious deficiency in the pipeline. In order to maintain an input of [ ] professionals per month OCR should have [ ] applicants in process at any given time, based upon their experience in in-process losses and processing time.

CONCLUSIONS:

25X1

1. With no gain from direct recruitment OCR will have a professional on-duty strength of [ ] on 30 June 1965, or [ ] below authorization.

2. OCR should maintain [ ] professional applicants in the pipeline to provide the [ ] EODs per month required to sustain a level on-duty strength.

25X1

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25X1

RECOMMENDATIONS:

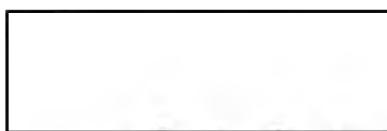
25X1

1. That OCR be authorized to enter on duty up to [ ] professionals per month for the balance of fiscal year 1965, October through June, thus allowing a planned reduction to the new ceiling.

2. That as the actual on-duty level firms up each month OCR be authorized to adjust the EOD plan to the degree that the actual on-duty varies with the related projected figure. If the actual figure exceeds that projected OCR will reduce its EOD plan accordingly.

3. That OCR be authorized to maintain an average pipeline level of [ ] properly spaced so as to allow a stable supply of new employees.

Approved:



18 Nov 64 to DK/1

Lyman B. Kirkpatrick  
Executive Director - Comptroller

Date

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**Next 2 Page(s) In Document Exempt**

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25 September 1964

ORR (PROFESSIONALS)

PROBLEM:

To determine an EOD and recruitment level for ORR that will provide on a continuing basis an adequate number of new professional employees without exceeding ceiling authorization.

FACTS:

1. ORR is  professionals overstrength as of 14 September. T70 is  professionals.
2. ORR has an in-process/EOD ratio of
3. ORR has experienced a 3-4 month processing interval.
4. ORR has a net loss on the average of  professionals per month, taking into account all returnees.
5. ORR has  professional applicants in process as of 14 September.
6. Economists are not available in equal supply throughout the year; there is a recruitment peak in November-December and an EOD peak in July-September.

25X1

25X1

25X1

25X1

25X1

ASSUMPTIONS:

1. That ORR's present net loss rate will continue.
2. That ORR's present loss ratio and processing time of applicants will continue.
3. That qualified economist applicants will continue in short supply and must be largely recruited at one time of the year.

DISCUSSION:

1. Experience shows ORR cannot hire economists as vacancies occur but must take advantage of peak recruitment periods if serious shortages are to be avoided. A reserve must be created to carry the Office through the

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slack period of the year. The corollary is of course that ORR must temporarily exceed its ceiling, as well as an average pipeline level, if it is to maintain a reasonable average employment for the year. This vagary of ORR's recruitment problem was recognized by the Executive Director in the authorization this past April to exceed ceiling by [redacted]

2. ORR expects to realize [redacted] new employees of the [redacted] professionals now being processed, [redacted] of whom, for the Geographic Research Area, would probably not be entered on duty before July. If all [redacted] were to be brought in, ORR would be at its new ceiling during the month of May, and at [redacted] or [redacted] under ceiling, at the end of June.

CONCLUSIONS:

1. With no gain from direct recruitment ORR will have a professional on-duty strength of [redacted] on 30 June 1965, or [redacted] below authorization.

2. ORR should take full advantage of processing efforts already expended by entering on duty applicants now in the pipeline as they become fully cleared.

3. Theoretically ORR should have [redacted] applicants in the pipeline at all times, i.e. [redacted] initiations each month, to realize an input of [redacted] professionals monthly; in view of the seasonal availability of applicants, however, ORR must over-recruit in November and December and over-EOD in July-September to ensure a reasonable average employment for the year.

RECOMMENDATIONS:

1. That during the balance of FY 1965 ORR be authorized to EOD up to [redacted] professional applicants as soon as they become fully cleared.

2. That ORR be authorized to maintain an average pipeline level of [redacted] applicants, and further that ORR be authorized to over-recruit professionals during the peak season of November-December.

3. That in 1965 ORR be authorized to exceed its ceiling by [redacted] during the peak hiring period of July-September. (The approval of this authorization is needed now, in order to determine recruitment targets during the November-December push just ahead of us.)

Approval:

\_\_\_\_\_  
Lyman B. Kirkpatrick  
Executive Director - Comptroller

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Date

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Next 2 Page(s) In Document Exempt

STAGE I

25 September 1964

## **OCI (PROFESSIONALS)**

### **PROBLEM:**

To determine an EOD and recruitment level for OCI that will provide on a continuing basis an adequate number of new professional employees without exceeding ceiling authorization.

## **FACTS:**

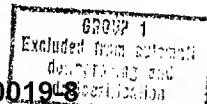
1. Although overstrength in total numbers, OCI is  professionals under its professional ceiling of  as of 14 September.
  2. OCI has an in-process/EOD ratio of
  3. OCI has experienced a four month processing interval.
  4. OCI has an average net loss of  professionals per month.
  5. OCI has  professional applicants in process as of 14 September.

### **ASSUMPTIONS:**

1. That OCI's present net loss rate will continue.
  2. That OCI's present loss ratio and processing time of applicants will continue.

## **DISCUSSIONS:**

1. OCI can by normal attrition bring its on-duty strength down to the new ceiling prior to the end of December. However, it would appear reasonable to plan a more gradual reduction to allow OCI full advantage of processing already completed. Since there is no question but that OCI can effect the required reductions it would be sheer waste to lose applicants now in the pipeline.



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25X1  
2. It is particularly important that OCI maintain as full a complement as possible, not only to keep pace with normal current intelligence developments, but also to be in the best possible condition to cope with new international emergencies. OCI is vulnerable to the demands of crisis situations, and must be in a position to react instantaneously to requirements for a report, a TDY, a briefing, or a body whether he be a typist, a courier, or a senior officer for duty at the White House. Incidentally, [ ] OCI analysts are currently detailed to the White House for indefinite tours.

25X1  
25X1  
3. If the current crop of applicants in process run true to form OCI will realize an input of [ ] new employees. EODing [ ] will leave the Office with an estimated professional shortage of [ ] at the end of June.

25X1  
25X1

CONCLUSIONS:

25X1  
1. With no gains from direct recruitment OCI would have a professional on-duty strength of [ ] professionals on 30 June 1965, or [ ] below authorization.

25X1  
25X1

2. OCI should maintain [ ] professional applicants in the pipeline to provide the three to four EODs required each month to sustain a stable on-duty level.

RECOMMENDATIONS:

25X1  
1. That OCI be authorized to EOD any of the [ ] applicants now processing as soon as they become fully cleared.

25X1

2. That OCI be authorized to maintain an average pipeline level of [ ] properly spaced so as to provide a stable supply of new employees.

Approved:

\_\_\_\_\_  
Lyman B. Kirkpatrick  
Executive Director - Comptroller

\_\_\_\_\_  
Date

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